



From: [redacted]  
Sent: 04 July 2018 12:53  
To: [redacted]  
Cc: [redacted] (UK & Europe); [redacted] (UK & Europe)  
Subject: Re: Pathway

Hi [redacted]

Please see amended document, and also a proposed revised positive letter for Scotland. The negative letter will not include this content, for obvious reasons. I will pull together a Positive pathway shortly - the bulk of it will be the same, so should be easy. Should help us manage the wider narrative if we have a pathway clear for each decision.

Can you please take a look at both documents and advise if you are happy with what is there.

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[redacted] - Please also note other comments in the pathway in relation to a change of how we do the expectation management (an internal issue for us in reality), and also the reference to partnership meetings.

Are we all comfortable with the p/ship mtg proposal? If so, I will consult with the UKV [redacted] is pushing me on this in any case so we will have a captive audience. I cant foresee it being an issue if we aren't sharing specific personal data.

If you could come back to me ASAP that would be immensely helpful, as once boxed off with UKV in that regard I will look to draft some comms to the VCS pre rollout.

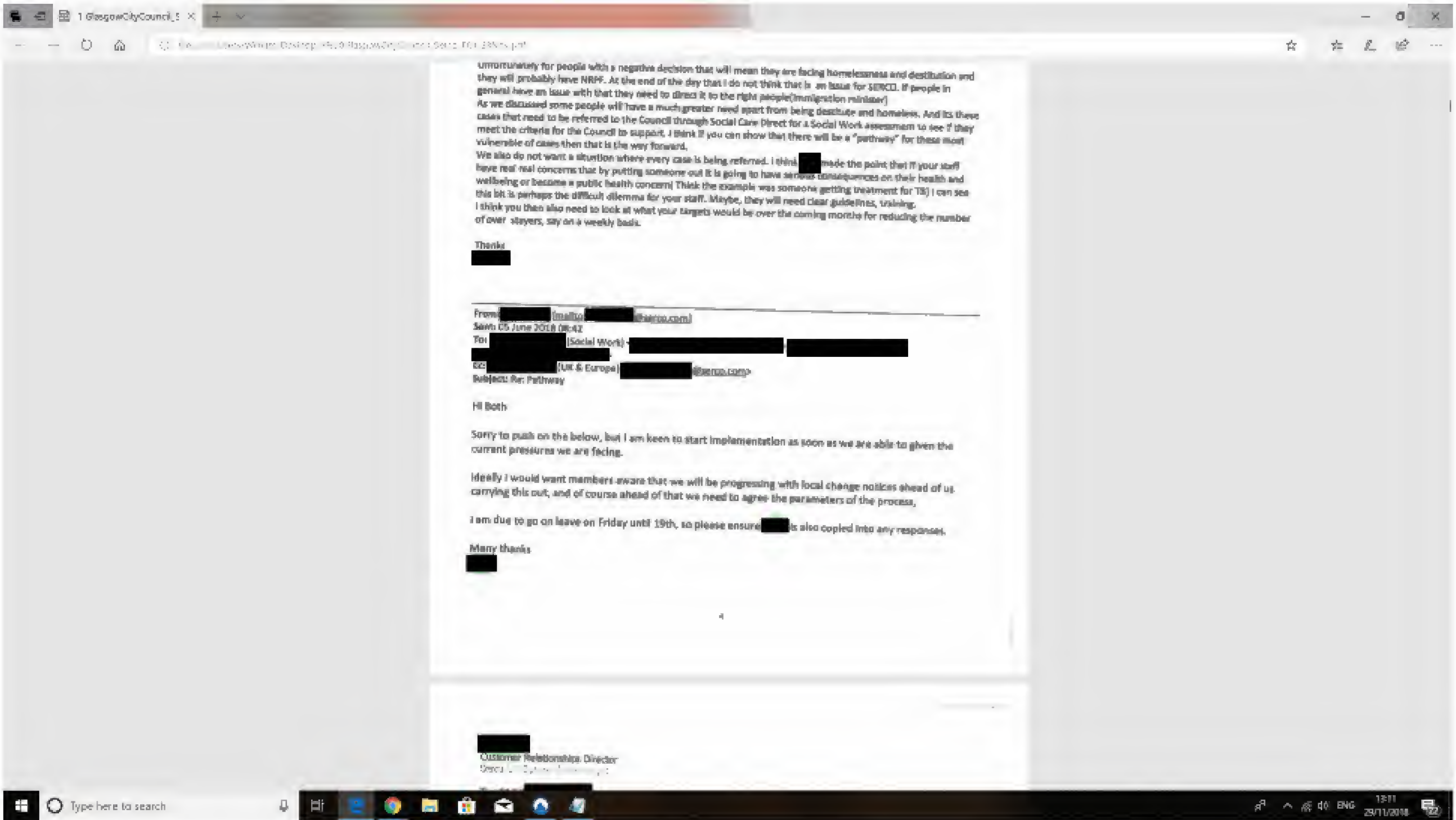
Thanks

[redacted]

[redacted]  
Customer Relationships Director  
28/11/2018

T: +44 (0) [redacted]  
M: +44 (0) [redacted]  
[redacted]@glasgow.gov.uk

[www.glasgow.gov.uk](http://www.glasgow.gov.uk)



unfortunately for people with a negative decision that will mean they are facing homelessness and destitution and they will probably have NRP. At the end of the day that I do not think that is an issue for SERCO. If people in general have an issue with that they need to direct it to the right people (immigration minister). As we discussed some people will have a much greater need apart from being destitute and homeless. And its these cases that need to be referred to the Council through Social Care Direct for a Social Work assessment to see if they meet the criteria for the Council to support. I think if you can show that there will be a "pathway" for these most vulnerable of cases then that is the way forward. We also do not want a situation where every case is being referred. I think [redacted] made the point that if your staff have real real concerns that by putting someone out it is going to have serious consequences on their health and wellbeing or become a public health concern (Think the example was someone getting treatment for TB) I can see this bit is perhaps the difficult dilemma for your staff. Maybe, they will need clear guidelines, training. I think you then also need to look at what your targets would be over the coming months for reducing the number of over stayers, say on a weekly basis.

Thanks  
[redacted]

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From: [redacted] (mailto:[redacted]@serco.com)  
Sent: 05 June 2018 (08:42)  
To: [redacted] (Social Work); [redacted]; [redacted]  
Cc: [redacted] (UK & Europe); [redacted]@serco.com  
Subject: Re: Pathway

Hi Both

Sorry to push on the below, but I am keen to start implementation as soon as we are able to given the current pressures we are facing.

Ideally I would want members aware that we will be progressing with local change notices ahead of us carrying this out, and of course ahead of that we need to agree the parameters of the process,

I am due to go on leave on Friday until 19th, so please ensure [redacted] is also copied into any responses.

Many thanks  
[redacted]

[redacted]  
Customer Relationships Director  
Glasgow City Council

From: [REDACTED] (mailto:[REDACTED]@ferro.com)  
Sent: 05 April 2018 09:38  
To: [REDACTED]  
Cc: [REDACTED]@homeoffice.gal.gov.uk; [REDACTED]@homeoffice.gal.gov.uk; [REDACTED]  
[REDACTED] (UK & Europe) ([REDACTED]@sepa.com); [REDACTED] (UK & Europe)  
[REDACTED]@ferro.com>  
Subject: Negative pathway - lock change pilot  
Importance: High

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Thanks for the meeting on the 29th, it was useful to get a sense of the general consensus in terms of action around negative cases.

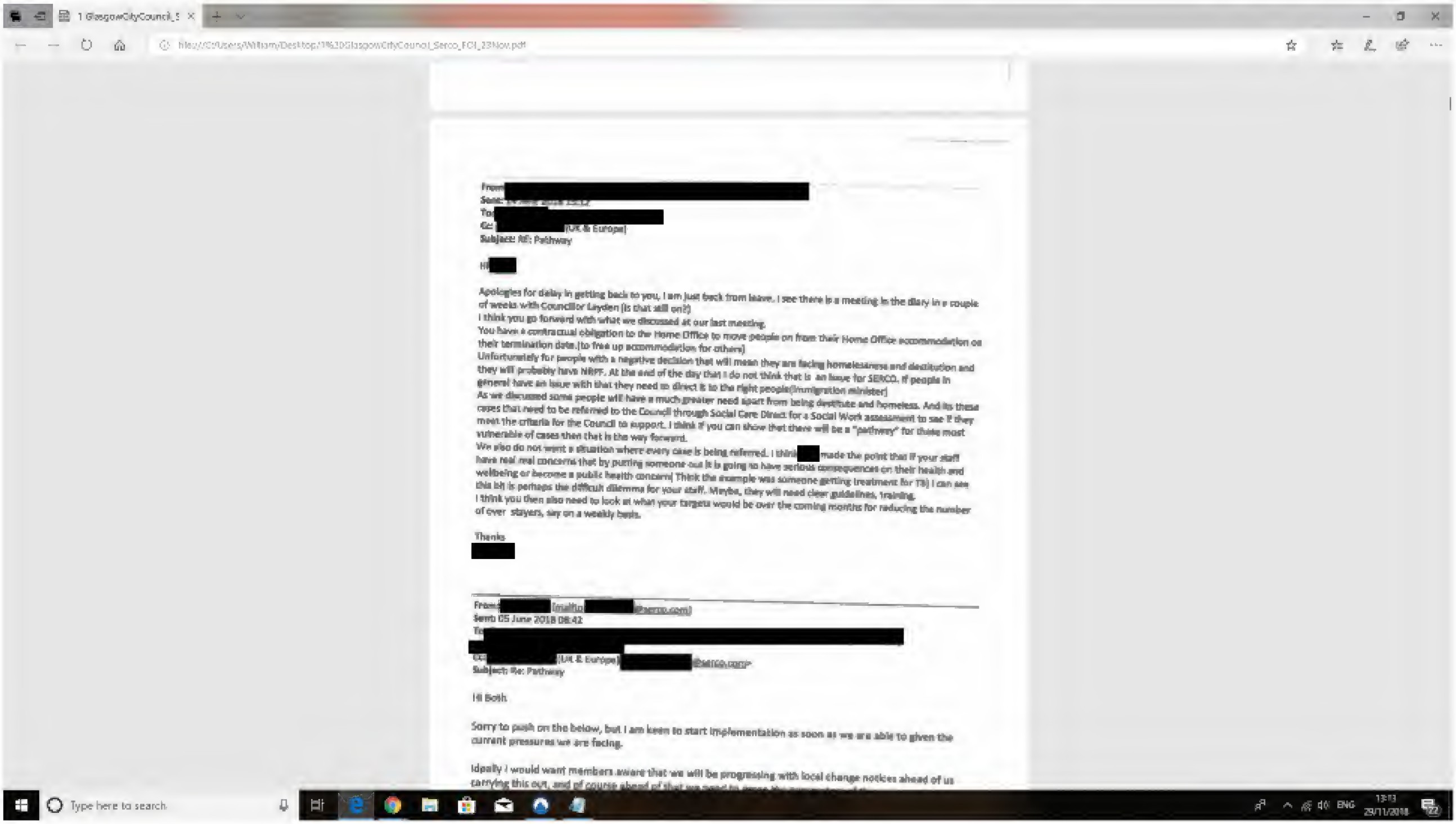
██████ you were going to send me some vulnerability criteria as a starter for ID that was developed for another area of work, anything you could share would be helpful.

I know we are all due to meet again on the 23rd April, however ideally I would like Sergio to take some proactive steps in piloting lock change notices in advance of that, given that intake demands are increasing, and also in the context that we are keen to ensure we start to get the right messaging with partners but now in advance of any formal process being in place. But to also assist in the avoidance of contingency measures where possible. The extent of negative oversteering at present is proving increasingly detrimental in supporting that.

From a legal standpoint, asylum dispersal accommodation is exempt under the Rent Act - so I am confident that this action would be lawful. However equally I am also conscious that it would be sensible to do some engagement with the VCS ahead of that, and also potentially with appropriate elected members [REDACTED] I am thinking particularly in the view that attention from the VCS is very likely to shift from Serco to the LA in fulfilling duties to "vulnerable" people if we start to see lock changes occur. I am keen to avoid members being blindsided on this in the spirit of partnership working, and want to ensure that in any actions taken we move forward in a partnership capacity, and that the pathway is that of the partnership not just Serco. I don't think we can wait for the Summit on this political engagement

Initially, but think that is a great forum to do a presentation collectively on the whole journey to more broadly manage member expectations.

In any case we are likely to see push back from ASH and Positive Action in Housing in particular, however ultimately as a partnership if we all stand behind what steps are to be taken and offer assurance that those who ultimately are complex and may be owed a duty under another legislative framework if destitute are provided with that assessment before action is taken by Sams, and that the assessment is



From: [REDACTED]  
Sent: 24 June 2018 14:12  
To: [REDACTED]  
Cc: [REDACTED] (UK & Europe)  
Subject: RE: Pathway

Hi [REDACTED]

Apologies for delay in getting back to you, I am just back from leave. I see there is a meeting in the diary in a couple of weeks with Councillor Layden (Is that still on?)  
I think you go forward with what we discussed at our last meeting.  
You have a contractual obligation to the Home Office to move people on from their Home Office accommodation on their termination date, (to free up accommodation for others)  
Unfortunately for people with a negative decision that will mean they are facing homelessness and destitution and they will probably have NRP. At the end of the day that I do not think that is an issue for SERCO, if people in general have an issue with that they need to direct it to the right people (immigration minister)  
As we discussed some people will have a much greater need apart from being destitute and homeless. And its these cases that need to be referred to the Council through Social Care Direct for a Social Work assessment to see if they meet the criteria for the Council to support. I think if you can show that there will be a "pathway" for these most vulnerable of cases then that is the way forward.  
We also do not want a situation where every case is being referred. I think [REDACTED] made the point that if your staff have real real concerns that by putting someone out it is going to have serious consequences on their health and wellbeing or become a public health concern (Think the example was someone getting treatment for TB) I can see this is perhaps the difficult dilemma for your staff. Maybe, they will need clear guidelines, training.  
I think you then also need to look at what your targets would be over the coming months for reducing the number of ever stayers, say on a weekly basis.

Thanks  
[REDACTED]

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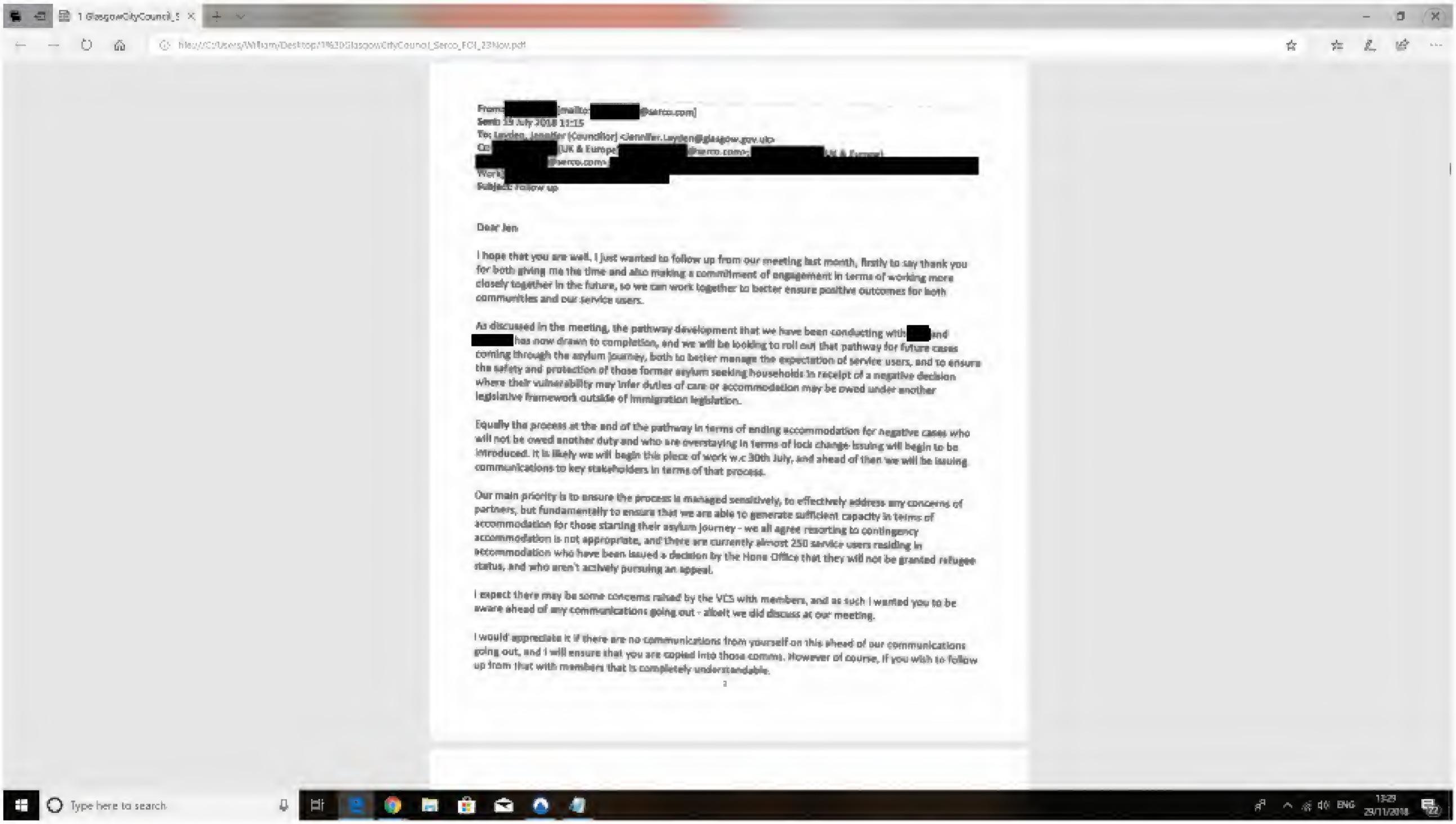
From: [REDACTED] (mellie@serco.com)  
Sent: 05 June 2018 08:42  
To: [REDACTED]  
Cc: [REDACTED] (UK & Europe), [REDACTED]@serco.com  
Subject: Re: Pathway

Hi Both

Sorry to push on the below, but I am keen to start implementation as soon as we are able to given the current pressures we are facing.

Ideally I would want members aware that we will be progressing with local change notices ahead of us carrying this out, and of course ahead of that we need to agree the current standard.





From: [redacted] (mailto:[redacted]@serco.com)  
Sent: 19 July 2018 11:15  
To: Layden, Jennifer (Councilor) <jennifer.layden@glasgow.gov.uk>  
Cc: [redacted] (UK & Europe) <[redacted]@serco.com>; [redacted] (UK & Europe) <[redacted]@serco.com>  
Work:  
Subject: Follow up

Dear Jen

I hope that you are well. I just wanted to follow up from our meeting last month, firstly to say thank you for both giving me the time and also making a commitment of engagement in terms of working more closely together in the future, so we can work together to better ensure positive outcomes for both communities and our service users.

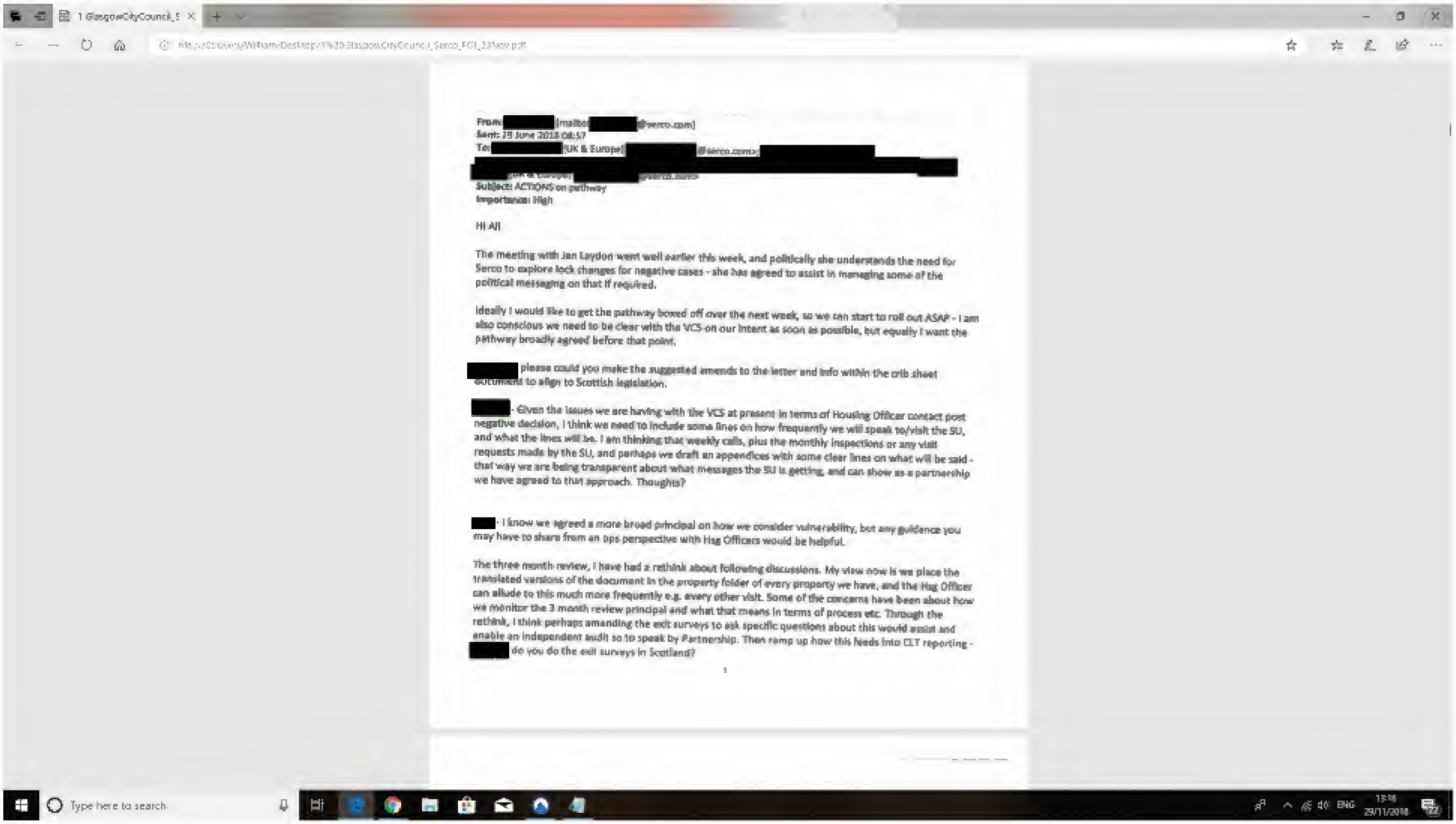
As discussed in the meeting, the pathway development that we have been conducting with [redacted] and [redacted] has now drawn to completion, and we will be looking to roll out that pathway for future cases coming through the asylum journey, both to better manage the expectation of service users, and to ensure the safety and protection of those former asylum seeking households in receipt of a negative decision where their vulnerability may infer duties of care or accommodation may be owed under another legislative framework outside of Immigration legislation.

Equally the process at the end of the pathway in terms of ending accommodation for negative cases who will not be owed another duty and who are overstaying in terms of lock change issuing will begin to be introduced. It is likely we will begin this piece of work w/c 30th July, and ahead of then we will be issuing communications to key stakeholders in terms of that process.

Our main priority is to ensure the process is managed sensitively, to effectively address any concerns of partners, but fundamentally to ensure that we are able to generate sufficient capacity in terms of accommodation for those starting their asylum journey - we all agree resorting to contingency accommodation is not appropriate, and there are currently almost 250 service users residing in accommodation who have been issued a decision by the Home Office that they will not be granted refugee status, and who aren't actively pursuing an appeal.

I expect there may be some concerns raised by the VCS with members, and as such I wanted you to be aware ahead of any communications going out - albeit we did discuss at our meeting.

I would appreciate it if there are no communications from yourself on this ahead of our communications going out, and I will ensure that you are copied into those comms. However of course, if you wish to follow up from that with members that is completely understandable.



From: [redacted] (mailto:[redacted]@serco.com)

Sent: 29 June 2018 08:57

To: [redacted] (UK & Europe) [redacted]@serco.com; [redacted]

[redacted] (UK & Europe) [redacted]@serco.com

Subject: ACTION on pathway

Importance: High

Hi All

The meeting with Jan Laydon went well earlier this week, and politically she understands the need for Serco to explore lock changes for negative cases - she has agreed to assist in managing some of the political messaging on that if required.

Ideally I would like to get the pathway boxed off over the next week, so we can start to roll out ASAP - I am also conscious we need to be clear with the VCS on our intent as soon as possible, but equally I want the pathway broadly agreed before that point.

[redacted] please could you make the suggested amends to the letter and info within the crib sheet document to align to Scottish legislation.

[redacted] - Given the issues we are having with the VCS at present in terms of Housing Officer contact post negative decision, I think we need to include some lines on how frequently we will speak to/visit the SU, and what the lines will be. I am thinking that weekly calls, plus the monthly inspections or any visit requests made by the SU, and perhaps we draft an appendices with some clear lines on what will be said - that way we are being transparent about what messages the SU is getting, and can show as a partnership we have agreed to that approach. Thoughts?

[redacted] - I know we agreed a more broad principal on how we consider vulnerability, but any guidance you may have to share from an ops perspective with Hsg Officers would be helpful.

The three month review, I have had a rethink about following discussions. My view now is we place the translated versions of the document in the property folder of every property we have, and the Hsg Officer can allude to this much more frequently e.g. every other visit. Some of the concerns have been about how we monitor the 3 month review principal and what that means in terms of process etc. Through the rethink, I think perhaps amending the exit surveys to ask specific questions about this would assist and enable an independent audit to speak by Partnership. Then ramp up how this feeds into CLT reporting - do you do the exit surveys in Scotland?